



TORQ Analysis of First-Line Supervisors/Managers of Office and Administrative Support Workers to Financial Managers, Branch or Department

INPUT SECTION:

Transfer	Title	O* NET	Filters		
From Title:	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011.00	Abilities:	Importance Level: 50	Weight: 1
To Title:	Financial Managers, Branch or Department	11-3031.02	Skills:	Importance Level: 69	Weight: 1
Labor Market Area:	Maine Statewide		Knowledge:	Importance Level: 69	Weight: 1

OUTPUT SECTION:

Grand TORQ:

94

Ability TORQ		Skills TORQ		Knowledge TORQ	
Level	94	Level	94	Level	94

Gaps To Narrow if Possible				Upgrade These Skills				Knowledge to Add			
Ability	Level	Gap	Impt	Skill	Level	Gap	Impt	Knowledge	Level	Gap	Impt
Deductive Reasoning	60	13	75	Time Management	74	11	91	Sales and Marketing	65	22	72
Inductive Reasoning	53	7	72	Instructing	76	11	88	Economics and Accounting	62	16	73
Originality	53	8	62	Active Learning	71	9	83	Customer and Personal Service	80	9	89
Problem Sensitivity	53	6	75	Service Orientation	70	8	85	Mathematics	70	10	74
Category Flexibility	50	8	56	Learning Strategies	71	8	79	Computers and Electronics	62	7	74
Oral Comprehension	64	4	84	Mathematics	59	6	84	Administration and Management	66	1	83
Selective Attention	41	6	56	Management of Personnel Resources	73	5	88				
Speech Recognition	55	4	78	Persuasion	66	6	71				
Number Facility	60	5	59	Judgment and Decision Making	70	5	82				
Fluency of Ideas	51	4	65	Social Perceptiveness	68	5	74				
Speech Clarity	55	3	78	Writing	65	3	74				
Mathematical Reasoning	53	2	62	Monitoring	73	2	86				
Near Vision	60	1	75	Active Listening	70	1	86				
Time Sharing	42	1	50	Critical Thinking	69	1	80				
				Negotiation	61	1	77				
				Coordination	60	1	70				



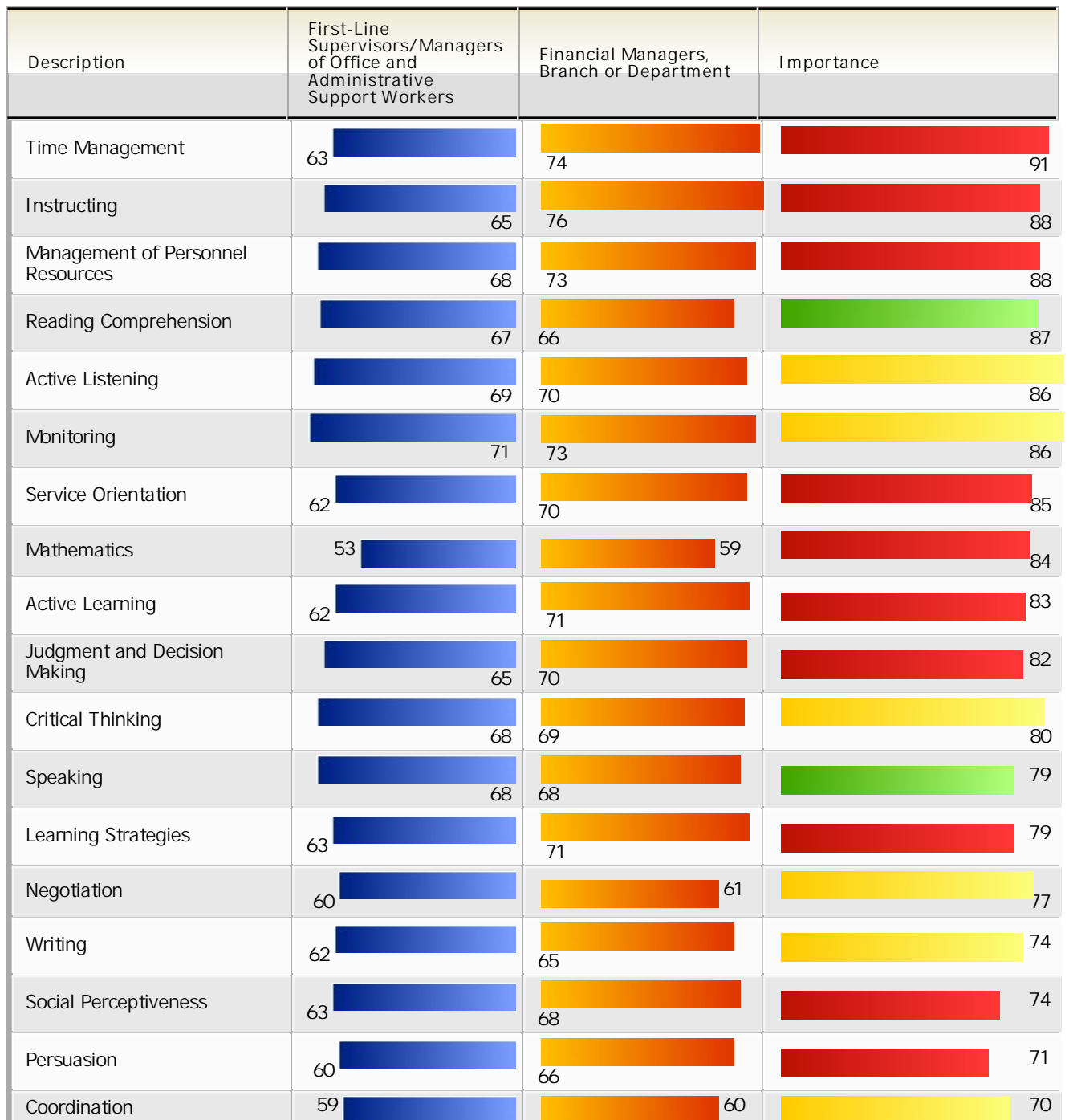
LEVEL and IMPT (IMPORTANCE) refer to the Target Financial Managers, Branch or Department. GAP refers to level difference between First-Line Supervisors/Managers of Office and Administrative Support Workers and Financial Managers, Branch or Department.

ASK ANALYSIS

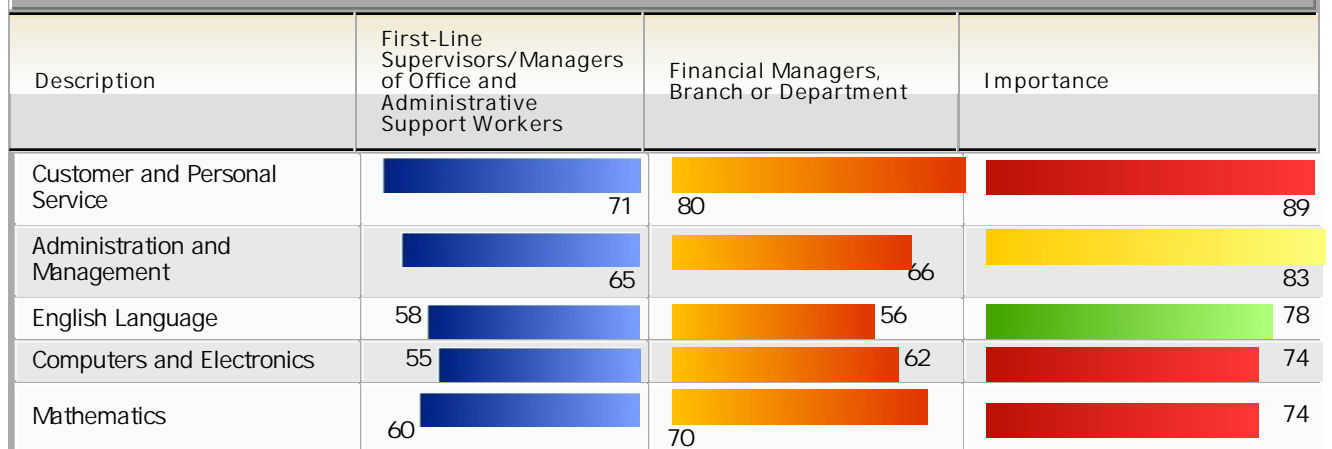
Ability Level Comparison - Abilities with importance scores over 50

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department	Importance
Oral Expression	64	62	87
Oral Comprehension	60	64	84
Written Comprehension	59	59	84
Written Expression	61	60	81
Speech Recognition	51	55	78
Speech Clarity	52	55	78
Problem Sensitivity	47	53	75
Deductive Reasoning	47	60	75
Near Vision	59	60	75
Inductive Reasoning	46	53	72
Fluency of Ideas	47	51	65
Originality	45	53	62
Information Ordering	51	51	62
Mathematical Reasoning	51	53	62
Number Facility	55	60	59
Category Flexibility	42	50	56
Selective Attention	35	41	56
Memorization	56	42	50
Perceptual Speed	44	37	50
Time Sharing	41	42	50

Skill Level Comparison - Abilities with importance scores over 69



Knowledge Level Comparison - Knowledge with importance scores over 69





Economics and Accounting	46		62		73
Sales and Marketing	43		65		72

Experience & Education Comparison

Related Work Experience Comparison			Required Education Level Comparison		
Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department	Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department
10+ years	14%	0%	Doctoral	0%	0%
8-10 years	1%	3%	Professional Degree	2%	0%
6-8 years	14%	4%	Post-Masters Cert	1%	0%
4-6 years	12%	56%	Master's Degree	9%	0%
2-4 years	21%	1%	Post-Bachelor Cert	0%	4%
1-2 years	17%	28%	Bachelors	26%	37%
6-12 months	12%	0%	AA or Equiv	11%	29%
3-6 months	1%	0%	Some College	15%	28%
1-3 months	1%	0%	Post-Secondary Certificate	4%	0%
0-1 month	0%	0%	High School Diploma or GED	27%	0%
None	2%	0%	No HSD or GED	0%	0%

First-Line Supervisors/Managers of Office and Administrative Support Workers

Financial Managers, Branch or Department

Most Common Educational/Training Requirement:

Work experience in a related occupation

Bachelor's or higher degree, plus work experience

Job Zone Comparison

3 - Job Zone Three: Medium Preparation Needed

Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.

Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree. Some may require a bachelor's degree.

Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers.

4 - Job Zone Four: Considerable Preparation Needed

A minimum of two to four years of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.

Most of these occupations require a four - year bachelor's degree, but some do not.

Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

Tasks

First-Line Supervisors/Managers of Office and Administrative Support Workers

Financial Managers, Branch or Department

Core Tasks

Core Tasks

Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Communicating with Supervisors, Peers, or Subordinates - Providing information to supervisors, co-workers, and subordinates

Generalized Work Activities:

- Getting Information - Observing, receiving, and otherwise obtaining information from all relevant sources.
- Selling or Influencing Others - Convincing others to buy merchandise/goods or to otherwise change their minds or actions.



by telephone, in written form, e-mail, or in person.

- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Interacting With Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Guiding, Directing, and Motivating Subordinates - Providing guidance and direction to subordinates, including setting performance standards and monitoring performance.

Specific Tasks

Occupation Specific Tasks:

- Analyze financial activities of establishments or departments, and provide input into budget planning and preparation processes.
- Arrange for necessary maintenance and repair work.
- Compute figures such as balances, totals, and commissions.
- Consult with managers and other personnel to resolve problems in areas such as equipment performance, output quality, and work schedules.
- Coordinate activities with other supervisory personnel, and with other work units or departments.
- Coordinate or perform activities associated with shipping, receiving, distribution, and transportation.
- Design, implement, and evaluate staff training and development programs, customer service initiatives, and performance measurement criteria.
- Develop and/or update procedures, policies, and standards.
- Develop work schedules according to budgets and workloads.
- Discuss job performance problems with employees in order to identify causes and issues, and to work on resolving problems.
- Discuss work problems or grievances with union representatives.
- Evaluate employees' job performance and conformance to regulations, and recommend appropriate personnel action.
- Implement corporate and departmental policies, procedures, and service standards in conjunction with management.
- Interpret and communicate work procedures and company policies to staff.
- Keep informed of provisions of labor-management agreements and their

- Interacting with Computers - Using computers and computer systems (including hardware and software) to program, write software, set up functions, enter data, or process information.
- Establishing and Maintaining Interpersonal Relationships - Developing constructive and cooperative working relationships with others, and maintaining them over time.
- Performing for or Working Directly with the Public - Performing for people or dealing directly with the public. This includes serving customers in restaurants and stores, and receiving clients or guests.

Specific Tasks

Occupation Specific Tasks:

- Analyze and classify risks and investments to determine their potential impacts on companies.
- Approve or reject, or coordinate the approval and rejection of, lines of credit and commercial, real estate, and personal loans.
- Communicate with stockholders and other investors to provide information, and to raise capital.
- Develop and analyze information to assess the current and future financial status of firms.
- Direct insurance negotiations, select insurance brokers and carriers, and place insurance.
- Establish and maintain relationships with individual and business customers, and provide assistance with problems these customers may encounter.
- Establish procedures for custody and control of assets, records, loan collateral, and securities, in order to ensure safekeeping.
- Evaluate data pertaining to costs in order to plan budgets.
- Evaluate financial reporting systems, accounting and collection procedures, and investment activities, and make recommendations for changes to procedures, operating systems, budgets, and other financial control functions.
- Examine, evaluate, and process loan applications.
- Network within communities to find and attract new business.
- Oversee the flow of cash and financial instruments.
- Plan, direct, and coordinate risk and insurance programs of establishments to control risks and losses.
- Plan, direct, and coordinate the activities of workers in branches, offices, or departments of such establishments as branch banks, brokerage firms, risk and



effects on departmental operations.

- Maintain records pertaining to inventory, personnel, orders, supplies, and machine maintenance.
- Make recommendations to management concerning such issues as staffing decisions and procedural changes.
- Monitor inventory levels, and requisition or purchase supplies as needed.
- Participate in the work of subordinates in order to facilitate productivity or to overcome difficult aspects of work.
- Plan for and coordinate office services such as equipment and supply acquisition and organization, disposal of assets, relocation, parking, maintenance, and security services.
- Plan layouts of stockrooms, warehouses, or other storage areas, considering turnover, size, weight, and related factors pertaining to items stored.
- Prepare and issue work schedules, deadlines, and duty assignments of office or administrative staff.
- Provide employees with guidance in handling difficult or complex problems, and in resolving escalated complaints or disputes.
- Recruit, interview, and select employees.
- Research, compile, and prepare reports, manuals, correspondence, and other information required by management or governmental agencies.
- Resolve customer complaints, and answer customers' questions regarding policies and procedures.
- Review records and reports pertaining to activities such as production, payroll, and shipping in order to verify details, monitor work activities, and evaluate performance.
- Supervise the work of office, administrative, or customer service employees to ensure adherence to quality standards, deadlines, and proper procedures, correcting errors or problems.
- Train and instruct employees in job duties and company policies, or arrange for training to be provided.

Detailed Tasks

Detailed Work Activities:

- analyze operational or management reports or records
- analyze organizational operating practices or procedures
- answer customer or public inquiries
- assign work to staff or employees
- compile itinerary of planned meetings or activities

insurance departments, or credit departments.

- Prepare financial and regulatory reports required by laws, regulations, and boards of directors.
- Prepare operational and risk reports for management analysis.
- Recruit staff members, and oversee training programs.
- Review collection reports to determine the status of collections and the amounts of outstanding balances.
- Review reports of securities transactions and price lists in order to analyze market conditions.
- Submit delinquent accounts to attorneys or outside agencies for collection.

Detailed Tasks

Detailed Work Activities:

- analyze financial data
- analyze market conditions
- analyze operational or management reports or records
- approve or deny credit applications
- approve or deny loans
- assign work to staff or employees
- compile data for financial reports
- conduct financial investigations
- conduct or attend staff meetings
- develop budgets
- develop management control systems
- develop policies, procedures, methods, or standards
- direct and coordinate financial activities
- identify financial risks to company
- monitor credit extension decisions
- oversee execution of organizational or program policies
- prepare reports for management
- prepare required government reports
- review loan applications
- use government regulations
- use negotiation techniques

Tools - Examples

- 10-key calculators
- Desktop computers
- Notebook computers
- Personal computers



DUTIES

- conduct or attend staff meetings
- conduct training for personnel
- confer with other departmental heads to coordinate activities
- consult with managerial or supervisory personnel
- coordinate staff or activities in clerical support setting
- delegate appropriate administrative support activities
- develop budgets
- develop policies, procedures, methods, or standards
- develop staffing plan
- dictate correspondence
- direct and coordinate activities of workers or staff
- document provision of administrative services
- establish employee performance standards
- evaluate information from employment interviews
- evaluate office operations
- evaluate performance of employees or contract personnel
- explain rules, policies or regulations
- hire, discharge, transfer, or promote workers
- interview job applicants
- maintain account records
- maintain administrative services procedures manual
- maintain file of job openings
- maintain inventory of office equipment or furniture
- maintain inventory of office forms
- maintain job descriptions
- maintain records, reports, or files
- maintain travel expense accounts
- modify work procedures or processes to meet deadlines
- monitor worker performance
- order or purchase supplies, materials, or equipment
- orient new employees
- oversee work progress to verify safety or conformance to standards
- plan meetings or conferences
- plan or organize work
- prepare financial reports
- prepare or maintain employee records
- prepare reports
- prepare tax reports
- prepare travel vouchers
- purchase office equipment or furniture

- Personal digital assistants PDA

- Scanners

- Tablet computers



- recommend improvements to work methods or procedures
- recommend personnel actions, such as promotions, transfers, and dismissals
- recommend purchase or repair of furnishings or equipment
- requisition stock, materials, supplies or equipment
- resolve customer or public complaints
- resolve or assist workers to resolve work problems
- resolve personnel problems or grievances
- schedule employee work hours
- schedule meetings or appointments
- schedule or contract meeting facilities
- select software for clerical activities
- write administrative procedures services manual
- write employee orientation or training materials

Labor Market Comparison

Description	First-Line Supervisors/Managers of Office and Administrative Support Workers	Financial Managers, Branch or Department	Difference
Median Wage	\$ 38,420	\$ 67,670	\$ 29,250
10th Percentile Wage	\$ 26,110	\$ 41,820	\$ 15,710
25th Percentile Wage	N/A	N/A	N/A
75th Percentile Wage	\$ 47,860	\$ 89,670	\$ 41,810
90th Percentile Wage	\$ 59,480	\$119,660	\$ 60,180
Mean Wage	\$ 41,030	\$ 74,780	\$ 33,750
Total Employment - 2007	7,710	2,440	-5,270
Employment Base - 2006	7,720	2,692	-5,028
Projected Employment - 2016	7,979	2,881	-5,098
Projected Job Growth - 2006-2016	3.4 %	7.0 %	3.7 %
Projected Annual Openings - 2006-2016	185	58	-127

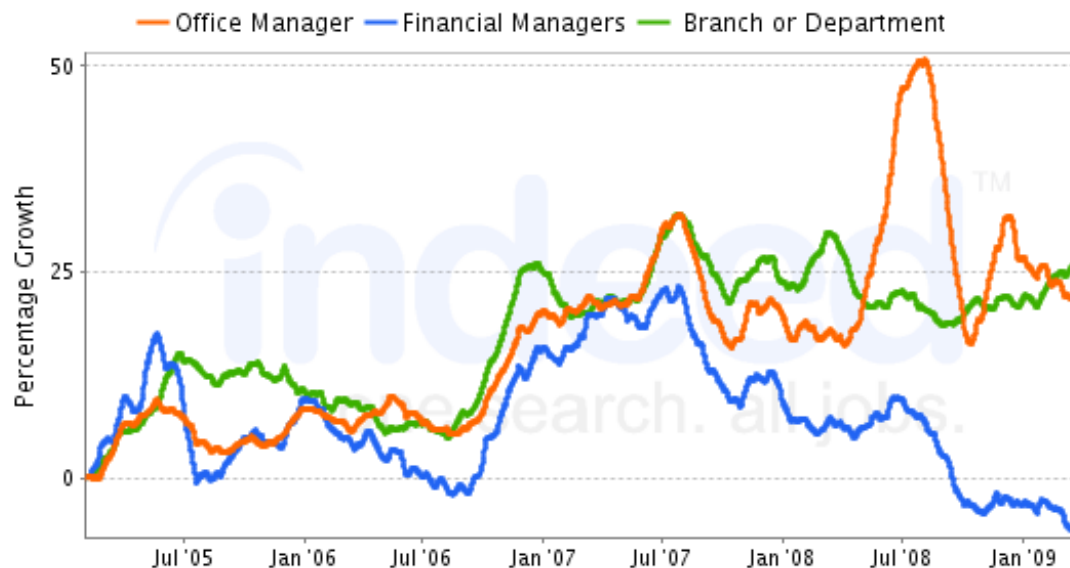
National Job Posting Trends

Trend for First-Line Supervisors/Managers of Office and Administrative Support Workers

Trend for
Financial
Managers,
Branch or
Department



Job Trends from Indeed.com



Data from [Indeed](http://Indeed.com)

Recommended Programs

Accounting and Finance

Accounting and Finance. An integrated or combined program in accounting and finance that prepares individuals to function as accountants and financial managers or analysts.

Institution	Address	City	URL
University of Southern Maine	96 Falmouth St	Portland	www.usm.maine.edu

Accounting and Business/Management

Accounting and Business/Management. An integrated or combined program in accounting and business administration/management that prepares individuals to function as accountants and business managers.

No schools available for the program

Finance, General

Finance, General. A program that generally prepares individuals to plan, manage, and analyze the financial and monetary aspects and performance of business enterprises, banking institutions, or other organizations. Includes instruction in principles of accounting; financial instruments; capital planning; funds acquisition; asset and debt management; budgeting; financial analysis; and investments and portfolio management.

Institution	Address	City	URL
Husson College	One College Circle	Bangor	www.husson.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu

Finance, General

Finance, General. A program that generally prepares individuals to plan, manage, and analyze the financial and monetary aspects and performance of business enterprises, banking institutions, or other organizations. Includes instruction in principles of accounting; financial instruments; capital planning; funds acquisition; asset and debt management; budgeting; financial analysis; and investments and portfolio management.



Institution	Address	City	URL
Husson College	One College Circle	Bangor	www.husson.edu
Saint Josephs College	278 Whites Bridge Rd	Standish	www.sjcme.edu
Thomas College	180 W River Rd	Waterville	www.thomas.edu

International Finance

International Finance. A program that prepares individuals to manage international financial operations and related currency transactions. Includes instruction in international banking, international monetary and financial policy, money and capital markets, foreign exchange, risk analysis, and international cash flow operations.

No schools available for the program

Investments and Securities

Investments and Securities. A program that prepares individuals to manage assets placed in capital markets, and related technical operations. Includes instruction in security analysis, debt and equity analysis, investment strategies, securities markets, computer-assisted research, portfolio management, portfolio performance analysis, and applications to specific investment problems and business situations.

No schools available for the program

Public Finance

Public Finance. A program that prepares individuals to manage the financial assets and budgets of public sector organizations. Includes instruction in public trusts and investments; the laws and procedures used to plan, prepare and administer public agency budgets; and the preparation and analysis of public budget projections and policies.

No schools available for the program

Public Finance

Public Finance. A program that prepares individuals to manage the financial assets and budgets of public sector organizations. Includes instruction in public trusts and investments; the laws and procedures used to plan, prepare and administer public agency budgets; and the preparation and analysis of public budget projections and policies.

No schools available for the program

Credit Management

Credit Management. A program that prepares individuals to perform and/or manage operations concerning personal and corporate credit, collateral, loan processing, and related financial agency communications. Includes instruction in general finance and banking principles, insurance, real estate, taxation, business law and regulations, quantitative methods, financial computer systems applications, database management, communications skills, business and office management, and professional standards and ethics.

No schools available for the program

Financial Management and Services, Other

Finance and Financial Management Services, Other. Any instructional program in financial management and services not listed above.

No schools available for the program

Financial Management and Services, Other

Finance and Financial Management Services, Other. Any instructional program in financial management and services not listed above.

No schools available for the program

Maine Statewide Promotion Opportunities for First-Line Supervisors/Managers of Office and Administrative Support Workers

O*NET Code	Title	Grand TORQ	Job Zone	Employment	Median Wage	Difference	Growth	Annual Job Openings
43-1011.00	First-Line Supervisors/Managers of Office and Administrative Support Workers	100	3	7,710	\$38,420.00	\$0.00	3%	185



11-3031.02	Financial Managers, Branch or Department	94	4	2,440	\$67,670.00	\$29,250.00	7%	58
11-9081.00	Lodging Managers	93	3	520	\$43,350.00	\$4,930.00	17%	62
13-1072.00	Compensation, Benefits, and Job Analysis Specialists	93	4	770	\$43,900.00	\$5,480.00	8%	23
41-1012.00	First-Line Supervisors/Managers of Non-Retail Sales Workers	93	4	930	\$55,220.00	\$16,800.00	-1%	19
11-3041.00	Compensation and Benefits Managers	93	3	200	\$68,560.00	\$30,140.00	2%	5
13-1071.02	Personnel Recruiters	93	4	610	\$41,200.00	\$2,780.00	10%	19
43-6011.00	Executive Secretaries and Administrative Assistants	92	3	3,330	\$38,830.00	\$410.00	6%	76
13-2053.00	Insurance Underwriters	92	3	460	\$56,090.00	\$17,670.00	-1%	12
11-3011.00	Administrative Services Managers	92	4	1,090	\$56,630.00	\$18,210.00	5%	34
11-3042.00	Training and Development Managers	92	4	140	\$66,670.00	\$28,250.00	7%	4
13-1071.01	Employment Interviewers	92	3	610	\$41,200.00	\$2,780.00	10%	19
41-3031.02	Sales Agents, Financial Services	92	4	0	\$65,230.00	\$26,810.00	5%	33
41-3031.01	Sales Agents, Securities and Commodities	92	4	0	\$65,230.00	\$26,810.00	5%	33
11-9131.00	Postmasters and Mail Superintendents	91	3	420	\$55,200.00	\$16,780.00	-5%	10

Top Industries for Financial Managers, Branch or Department

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	14.40%	72,902	74,327	1.95%
Management of companies and enterprises	551100	7.98%	40,411	46,586	15.28%
Securities and commodity contracts, brokerages, and exchanges	5231-2	4.05%	20,507	30,461	48.54%
Self-employed workers, primary job	000601	3.88%	19,649	20,934	6.54%
Local government, excluding education and hospitals	939300	3.51%	17,785	19,980	12.34%
Accounting, tax preparation, bookkeeping, and payroll services	541200	3.27%	16,571	19,653	18.60%



Other nondepository credit intermediation, including real estate credit and consumer lending	522290	2.84%	14,398	17,266	19.92%
Other financial investment activities	523900	2.56%	12,983	18,297	40.93%
Federal government, excluding postal service	919999	2.41%	12,222	11,554	-5.47%
Colleges, universities, and professional schools, public and private	611300	1.72%	8,734	9,771	11.87%
General medical and surgical hospitals, public and private	622100	1.68%	8,503	9,414	10.71%
Automobile dealers	441100	1.61%	8,167	9,265	13.44%
Direct insurance (except life, health, and medical) carriers	524120	1.58%	8,009	8,371	4.52%
State government, excluding education and hospitals	929200	1.57%	7,953	7,804	-1.87%
Computer systems design and related services	541500	1.40%	7,071	9,548	35.02%

Top Industries for First-Line Supervisors/Managers of Office and Administrative Support Workers

Industry	NAICS	% in Industry	Employment	Projected Employment	% Change
Depository credit intermediation	522100	7.78%	110,315	104,715	-5.08%
Offices of physicians	621100	4.62%	65,516	76,847	17.30%
Local government, excluding education and hospitals	939300	4.19%	59,421	62,149	4.59%
General medical and surgical hospitals, public and private	622100	2.97%	42,111	43,406	3.08%
State government, excluding education and hospitals	929200	2.93%	41,562	37,971	-8.64%
Management of companies and enterprises	551100	2.85%	40,496	43,464	7.33%
Colleges, universities, and professional schools, public and private	611300	2.59%	36,784	38,313	4.16%
Grocery stores	445100	1.85%	26,278	26,693	1.58%
Self-employed workers, primary job	000601	1.62%	23,008	22,821	-0.81%
Employment services	561300	1.53%	21,699	25,569	17.83%
Other nondepository credit intermediation, including real estate credit and consumer lending	522290	1.42%	20,109	20,207	0.49%
Legal services	541100	1.33%	18,934	19,362	2.26%
Accounting, tax preparation, bookkeeping, and payroll services	541200	1.31%	18,637	20,580	10.42%
Offices of dentists	621200	1.25%	17,792	19,658	10.49%
Direct insurance (except life, health, and medical) carriers	524120	1.15%	16,365	14,333	-12.42%